MINISTRY OF PLANNING AND INTERNATIONAL COOPERATION

GENERAL DIRECTORATE OF PLANS AND POLICIES

TRAINING PLAN

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I.   TERMS OF REFERENCE AND RESULTS

The recommendations contained in this report are based on. a) a training needs assessment conducted in Gaza and the West Bank during the period 15 – 29 November 1997 by a Short Term Technical Advisor for Training (STTA/T); and, b) additional training needs arising from the policy management system report submitted to USAID on 24 February 1998 and the GDPP on 5 March 1998.

The Terms of Reference for the STTA/T (Attachment 1) emphasized the following three activities

a   Determine the training required by management and staff of the General Directorate of Plans and Policies (GDPP) in the Ministry of Planning and International Cooperation (MOPIC, and others as may be necessary, based on the preliminary design of a policy management system and its overall performance objectives,

b. Assist the Short Term Technical Advisor for Policy (STTA/P) to define the requirements of the policy management system, including criteria to prepare and review draft legislation, and develop the outline for a manual to foster its implementation, and,

c   Coordinate with the International Law Institute (ILI) to design training courses appropriate to the needs of the management and staff of the GDPP, subject to subsequent modification, as needed

Based on interviews with senior management and staff of both MOPIC and the GDPP, and after consulting with key personnel in other ministries and authorities (Attachment 2), a draft training report to support the implementation of the still-conceptual policy management system was presented in December 1997 The details of the policy management system were finalized in February 1998 The report was translated into the Arabic language and intensively reviewed by the GDPP professional staff In late March the policy management system report was approved This training report, therefore, updates and expands upon the earlier training recommendations as a result of that final approval Training is a key to effective system implementation and one of the means to achieve and sustain the Intermediate Results identified by USAID for this activity

The training recommendations are aimed at enabling the GDPP to fulfill its policy analysis and policy system management responsibilities. In contractual terms, task 2 4 (training) is based on the specific system implementation requirements of task 2.7 (policy management system) It is assumed that the GDPP's role as system manager will be solidified by inviting staff from other ministries and authorities to attend training courses offered under this activity The training approach employs a variety of methods, from intensive workshops to pre-packaged training videos appropriate for self-improvement

Training course have been grouped under two headings Training for Systems Implementation (Immediate) and Training for Institutional Development (Future) No funds have been budgeted for implementation of Training for Institutional Development

II.   IDENTIFICATION OF TRAINING NEEDS

A.   Reorientation of Approach

Between November 1997 and February 1998, the training needs assessment task (2 4) shifted from a competency-based, remedial training approach to one in which performance objectives became the basis for skills development through training. A performance-based training approach concentrates on desired outcomes and then uses training to develop both the skills and the behaviors needed by the target group to achieve and sustain specific outcomes

This movement from competency-based training (i e , filling the gaps) to performance-based training (i e , focusing on results) also was dictated by a fundamental change in the scope of the two tasks related to the design of a policy manual for the GDPP (2 3 and 2.7) The original scope of the policy manual was confined to policy formulation within the legislative process During the initial stages of the Short Term Technical Advisor for Policy's (STTA/P) assignment, however, it was determined that a true "policy" process for the entire PA would need to be much broader and more extensive (i e , covering the several years of a complete policy cycle) Therefore, a comprehensive, multi-year policy management "system", consisting of several stages - each with specified outcomes – was conceptualized This policy management system, and its performance objectives, became the basis for determining training needs.

The change in coverage opened an opportunity to include ministry staff in the target group for training. The larger target group, and the probable phased implementation of the policy management system, also suggests the need for a Training of Trainers (TOT) approach TOT will enable selected GDPP staff to conduct policy training in the future. This will facilitate the institutionalization of the policy management system throughout the PA TOT, and the associations which it will build, will help to sustain an understanding throughout the PA that policy is the foundation for government planning, budgeting and law-making

B.   Initial Training Needs Assessment–November 1997

The STTA/T and STTA/P were mobilized in November 1997 They, and the resident staff worked as a team, defining the conceptual requirements for a policy management system, agreeing on desired outcomes, and then identifying potential training approaches to enable the management and staff of the GDPP to perform effectively Working collaboratively, team members interviewed GDPP management and staff, both individually and as a group Open guided questions were developed to elicit training recommendations (Attachment 3). Interviews with each GDPP staff member consumed one or two hours. Group sessions were typically for two hours Participants were very open and frank about the challenges facing the GDPP. Given the heavy demands placed on them during this same period to complete the Palestinian Development Plan (PDP), the consultants are very grateful for their availability and genuine interest.

The team also met with designated mangers of key ministries and authorities to determine how the GDPP might carry out its policy support role in a systematic way This fact-finding process was complemented by the consultants' observation of GDPP operations and by reviewing reports and

other relevant documentation.

The two-week consultancy by the STTA/T and STTA/P produced a clear consensus that training for the GDPP should be geared to preparing the management and staff to implement the policy management system The details of that system had not been finalized when the consultants departed Gaza, but the broad outlines of it had been determined. The draft Back to Office report of the STTA/T – with subsequent refinement in Washington, DC – laid out a general approach to training with courses and methodologies to be finalized after the policy management system description had been completed.

C.   Policy Management System–December 1997 Draft

In accordance with the schedule negotiated with USAID in November/December, a draft "Policy Management Manual" was submitted for review in late December 1997. Concurrently a draft training report was submitted. Both were subject to review and confirmation by the GDPP and USAID.

It was agreed by all reviewers – USAID, GDPP and Contractor staff - that the initial draft policy management manual would need to be re-formatted and, also, re-cast in a context more closely related to the actual situation faced by the GDPP and PA In addition, more details were needed about the procedures to be followed to implement the system. This latter point has a direct impact on the content and methodology for training Accordingly, since the training recommendations were contingent on the overall design of the policy management system (i e , training linked to outcomes) the finalization of the draft training report was deferred until after the design of the policy management system had been approved by the GDPP and USAID.

D.   Policy Management System–February 1998 Final Draft

The approach recommended by the Contractor to USAID and GDPP was to treat the STTA/P's report as the definition of systems requirements and to develop, subsequently, a set of more detailed procedures describing "how to" implement each stage of the comprehensive system These detailed procedures would be a basis for the design of an in-depth training program for the GDPP and implementing ministries.

A final draft of the reformatted and re-cast report on the policy management system was submitted to USAID and GDPP in late February This version of the report provided the following definition of the overall system:

" The Policy Management System (PMS) is a complete, continuous, multi-year process for the development and implementation of policies by the Palestinian Authority (PA) The first phase of the process is research, analysis, and public participation as the means for making a *policy needs assessment*. Thereafter, identified policy needs are developed and refined through comprehensive *policy formulation* in which policy options are identified, their advantages and disadvantages weighed, and the best policy options selected. In the next phase, these policy options are subjected to a disciplined process of *policy coordination and review* to ensure that all ministries and government entities that may be required to commit to policy implementation

have the opportunity to participate in negotiations leading to a final proposal. For those policies that require legislation, a process of *legislative development and drafting* must then be undertaken. Finally, once a policy has been formulated and approved, there must be processes of *policy implementation* by ministries and *monitoring and evaluation* by designated government organizations to ensure that both the will of the people and the decisions of PA leaders are actually carried out and are carried out effectively."

The policy management system will apply across the entire government structure involving all ministries and authorities Consequently, training would need to be extended beyond that related to the specific mandate of GDPP in order to encompass the broad, intra-institutional dimensions of the policy management system. This comprehensive approach was used to define training needs

GDPP is seen as the processing unit within the MOPIC organization. Specialists in other disciplines, e g , social, economic, infrastructure, urban planning, environment, institutional development, science and technology, etc will be called upon to support GDPP's analysis of proposed policies and laws Because they provide critical support to legislative review and "quality assurance", they have been included in the target population for training In some cases they are identified as "senior policy anlysts" from MOPIC and others as "sector specialists" The intent is to provide greater flexibility in selection of candidates for training

III. TRAINING PRIORITIES

A. GDPP Readiness for Training

The GDPP staff are well educated, highly motivated and committed to implementing an effective policy management process. However, not only do they lack experience in all aspects of the recommended policy management system, i e , research, formulation, analysis, legislative approval, program implementation, monitoring and evaluation, they have no prior experience in systems administration.

Implementing the policy management system should be a priority concern for the PA To do so will require training for the management and staff at both the GDPP and MOPIC, as well as training for key staff of implementing ministries In addition to training sponsored and conducted by Checchi/PaL-Tech, workshops and discussions will be needed to acquaint senior PA managers with the purpose and objectives of a comprehensive policy management process. Coaching for GDPP staff and support for policy workshops should be provided under Deliverable 2 7 This activity will be initiated in April 1998 It is a key component of the Training of Trainers (TOT) approach that is recommended herein

In addition to the immediate priority of training to facilitate implementation of the policy management system, there is a future need for training aimed at institutional strengthening of the GDPP. Recommendations concerning its structure, systems and staffing levels have been made, both by the contractor and by MOPIC management Once a final determination of its status is achieved, and administrative procedures and management systems are established, training could be scheduled. GDPP management and staff will require training in topical area such as general management, administrative procedures, institutionalization of work methods, strategic planning and project management

All interviewed staff recognized their limited skills and experience and were eager to acquire new skills As important, GDPP leaders understand the daunting challenges facing them and are keen to address them Both management and staff realize they must earn the trust of other ministries Because GDPP's implementation of the policy management system is the key to winning the confidence of other ministries, training in this area has been accorded first priority

A training of trainers (TOT) method is incorporated in the training program This is designed to develop the capacity within the GDPP to explain the policy management system requirements to new Palestinian program managers However, the objective of TOT is not to transform the GDPP into a government training institution in the area of public policy and management, which is beyond the present and anticipated mission of the GDPP

The proposed training program for the GDPP consists of immediate priorities linked to systems implementation and administration and future training to support institutional strengthening The specific courses in each of those two categories are listed below

B. Training for Systems Implementation (Immediate)

The following training activities have been determined as immediate priorities for implementation

- PMS Implementation Procedures
- Policy Research
- Policy and Public Participation
- Policy Formulation
- Policy Review, Coordination and Conflict Resolution
- Policy Monitoring and Evaluation

The first activity, PMS Implementation Procedures, is the basic building block for all subsequent training An intensive skills development workshop, aimed at all staff in the Planning Sector of MOPIC, is the preferred delivery method for this training.

Each of the remaining five training activities will be conducted for both GDPP and ministry staff The sequencing of training will correspond to the actual implementation of each stage of the policy management system, except that policy management and evaluation may be conducted only for the GDPP since these stages will not be implemented prior to February 1999, the activity end date

The venue for each training activity will be carefully considered prior to implementation In some cases, due to the unavailability of video conferencing and the potentially large class sizes, training will need to be conducted initially in Gaza, for example, and then repeated for a different audience in the West Bank. It is a working assumption of USAID that trainees will not be restricted from travelling to a designated training venue due to border closures. If true, this could eliminate the need for course repetition in Gaza and the West Bank

Finally, although not "training", per se, one day seminars to present and explain the policy management system will be conducted in both Gaza and the West Bank by the contractor's resident staff and the GDPP trainers These one day events will be repeated several times to reach all ministries Funding for this activity will be provided under Task 2.7.

C. Training for Institutional Development (Future)

Formal training on management topics is recommended in light of the GDPP's current institutional status and because most staff lack experience in managing public resources These training activities are considered future activities and will not be funded under this project. The following training activities are recommended·

- Leadership
- Strategic Planning
- General Management
- Program/Project Management
- Legislative Development

To provide the staff with an opportunity to build a foundation for subsequent formal training in these areas, it is recommended that pre-packaged training videos be obtained and made available in the GDPP library Both self-study and facilitated study (i e , with participation and commentary by resident advisors, as appropriate) will be possible once videos are obtained A VCR and monitor are recommended as essential equipment to enable the GDPP to take advantage of this resource

These pre-packaged training videos will be procured as "reference materials" for the GDPP The cost of acquiring courseware on general management topics ranges from $100 - $250 for 45 –75 minute videos A maximum budget of $1000 is set aside for this procurement.

IV. JUSTIFICATION FOR PROPOSED TRAINING

A. Capacity Building

The proposed training program is intended to (1) support implementation of the policy management system, (2) strengthen the capabilities of the GDPP to fulfill its stated mission in the policy arena; (3) foster the goal of transforming the GDPP into a fully functioning unit, and (4) to develop government-wide understanding – in all ministries - about the need for a policy management system and explain how it will be implemented

Training is needed to build capacity in all aspects of the system, from policy research and analysis, through assessment of needs and public participation, through policy formulation, and finally to evaluation Training is also needed to build capacity in the "mechanics" of converting policy into programs and projects to carry out the policy to the implementation stage—to demonstrate how policy is translated into feasible programs and projects (investments) in order to achieve stated policy goals and objectives

B. Proposed Methodology for the Delivery of Training

Each immediate priority training activity is linked to the policy management system Because both the rationale for the system and its detailed operational procedures will need to be explained and demonstrated, a workshop format is proposed for all activities Workshops focus on improving participants' skills and performance, rather than on their general knowledge. The workshop approach offers several other advantages, e g , procedures can be modified to fit local circumstances, trainees can participate more actively in the training and in actual implementation, it is less expensive than a lecture format, it helps develop a network of individuals who can share information; and, finally, it permits greater direct involvement by resident advisors and closer monitoring of training impacts

A limited number of senior staff study-tours would be a valuable supplement to in-country training Study tours would broaden GDPP horizons – demonstrating what is possible - and help build links to US and other developed country policy formulation institutions. Two short study tours are contemplated Two individuals would be selected for a two week study tour in an appropriate institution or organization.

Trainers for each activity or set of combined activities should propose a workshop outline based on the following guidelines.

1 Clear definition of performance objectives and expected outputs of the workshop what new tools, techniques and methods the participants should be able to master and apply in their work by the end of the workshop, and

2. Technical aspects in the subject matter: participatory approaches to be covered by the workshop and the techniques and mechanisms most used by these approaches (for example assessment needs mechanisms, information sharing mechanisms, empowering mechanisms, etc)

3   Relationship to the policy management system.

The above guidelines are indicative, intended to assist in drafting the trainers' TORs while leaving the trainers, experts in their fields, flexibility in structuring their workshop(s). Trainer selection should be based on the following criteria· practical, operational experience in their subject matter, and strong experience in continuing education and capacity building projects. This should not exclude academics with both practical and theoretical expertise

C.   Expected Out-Puts and Impacts of Training

No training program can achieve concrete results, or have a sustainable impact over the long run, unless it is targeted at individuals who will apply their new skills to enhance the performance of a specific institution Consequently GDPP staff who are the intended beneficiaries of the proposed training should be confirmed as soon as possible in permanent positions Staff turnover and opportunistic redeployment of staff must be reduced so that the GDPP can become a strong, effective institution.

Checchi/PaL-Tech will evaluate each training activity after completion Subsequently, resident advisors will assess whether performance is improved and subjectively determine how the training contributed to improved results

V. TRAINING PROGRAM AND COST ESTIMATES

Each proposed training activity is presented below, by title, in the following format

1. Performance Objective
2. Description
3. Participants
4 Methodology
5. Estimated Direct Cost

The estimated budget for priority training is $124,000, exclusive of cost of two study tours that are estimated at $10,000/person/2 weeks. Accordingly, the total budget estimate for policy management training is $144,000.

This figure is consistent with the assigned training budget The course design for the entire training program, consisting of six (6) courses and two (2) study tours will determine the actual costs for each course. It is hoped that training courses may be conducted so that savings on travel and other incidental expenses may be achieved.

It is anticipated that the first course, PMS Implementation Procedures, will be initiated in May and build upon the workshops held in April under Deliverable 2.7   An intensive three day TOT session will be conducted, following the regular training program

A. PMS Implementation Procedures

1. Performance Objectives

This activity will consist of an overview of the entire PMS followed by detailed system implementation procedures, including the interface between ministries and the GDPP This course will enable the staff to implement management procedures, develop technical assistance strategies to assist ministries and acquire skills as trainers/coaches

The activity will develop a strong foundation for implementation and create a positive image of the GDPP among its staff This will encourage their commitment and dedicated efforts

A special Training of Trainers (TOT) session will be conducted after the one-week workshop has been completed for 3 – 5 senior GDPP professionals This TOT activity will develop the capacity of the GDPP to train ministry personnel throughout the PMS implementation cycle

2. Description

This activity will be an intensive one-week workshop geared to the entire PMS and its implications for both the GDPP and the ministries Only MOPIC personnel are targeted for training at this time Detailed implementation procedures will be presented and explained Modifications will be encouraged and used as examples of the need to maintain a flexible approach to implementation.

3. Participants

All GDPP professional staff and selected experts from other directorates of the MOPIC Planning Sector should be <u>required</u> to attend It is anticipated that 15 – 20 participants will be trained

4. Methodology

A workshop outside of the GDPP offices to control external factors is recommended. Training in late May is anticipated.

5. Estimated Direct Cost

$20,000 (5 days x $500/day x 2 trainers plus development costs)

$5,000 for the TOT session, provided that no additional mobilization costs are incurred

B.   Policy Research

1.   Performance Objectives

The primary objective of this training is to provide in-depth knowledge about research design and research methods Research identifies alternative goals and specifies in objective terms the "testable hypothesis" for each policy. Access to databases for research purposes will be explained.

2.   Description

Introduce participants to the first stages of the policy management system, i.e., the identification of needs and problems to be addressed supported by available data. This includes, but is not limited to, an introduction to research methods, methods and techniques of data gathering and analysis, and needs assessment

3.   Participants

Approximately 30 –40 participants selected from a) GDPP, b) MOPIC, and c) ministry staff such as senior policy analysts and policy/planning analysts are the target population for training. Computer staff may also be included from ministries with current Internet connections and experience with on-line searches of databases

4.   Methodology

Two 2-3 day workshops, one in Gaza and one in the West Bank must be conducted before July 1998 The workshop should simulate actual research case studies in a work environment Follow-up OJT training by the same trainer(s) and the Chief of Party (COP)

5.   Estimated Direct Cost

$12,000 (two workshops x $6,000/workshop)

C.   Public Participation

1.   Performance Objectives

Develop the capacity of the GDPP and ministry staff to involve the public in policy needs assessment and formulation This may be through formal processes for direct participation or by involving advocates such as NGO's This training will also promote open communication with the public and sharing information with citizens.

2.   Description

Introduce participants to the methods and techniques of public participation in policy formulation There are many widely used approaches to involve citizens representing different segments of the civil society at the early stages of policy formulation These include approaches promoting information sharing and consultative mechanisms, participatory assessments and evaluations of needs, participatory planning techniques, shared decision-making, and/or ownership and empowerment of stakeholders.

3.   Participants

Thirty GDPP and MOPIC staff, including senior staff with engineering backgrounds, should be exposed to these methods and techniques. In addition, ministry personnel required to interact with constituents or stakeholders will be involved. NGO's may also be invited to the entire workshop or a special segment may be developed for their participation and specific benefit

4.   Methodology

Two 2-3 day workshops, one in Gaza and one in the West Bank will be held before August 1998

5.   Estimated Direct Cost

$12,000 (two workshops x $ 6,000/workshop).

D. Policy Formulation

1. Performance Objectives

Develop capacity of ministry staff to formulate policies in accordance with Section III of the Policy Management System report. In addition, GDPP will develop skills needed to coach ministry staff, and then review policy options and quantify policy objectives GDPP will be introduced to methods of prioritizing policies according to established criteria.

2. Description

This training will introduce participants to the intermediate stages of policy formulation, prior to approval and implementation What are the fundamental elements of policy in a given sector? Are its short, mid and long-term objectives clearly stated and justified? Are they realistic and achievable? Do they respond adequately to the needs and problems identified? Are existing institutional and administrative frameworks conducive to successful implementation? Is the policy economically sound given available resources? Were alternative options considered? Is the time frame realistic? Is the policy supported and understood by the public? Any policy proposal should include all of these elements in the formulation process before it is ready for review, political approval, and implementation In this critical area of the policy generation system, the GDPP must be able to provide quality assistance to ministries to improve the policy making process

3. Participants

Approximately 20 senior policy analysts and policy/planning officers from GDPP and MOPIOC will be trained In addition, at least one representative from the policy development and planning staff of 10 key ministries should be included at each workshop session

4. Methodology

Two 2-3 day workshops For this activity we recommend using a modified version of the TOT approach A small number of the GDPP senior staff, in view of their experience and expertise, have the clear potential to serve as trainers on this topic. Following initial, limited support (by one or two outside facilitators in the first workshop), they could replicate this activity on a sustainable basis This formula offers several advantages (1) preparing the GDPP for its future educational and advisory roles, (2) solving language problems, and (3) reducing the cost of this component of the training package Study-tours in the United States for senior GDPP staff selected as future trainers would expose them to different policy making processes.

5. Estimated Direct Cost

$30,000 (2 workshops x $ 15,000)

$20,000 (2 study tours/2 people/4 weeks)

E. Policy Review, Coordination and Conflict Resolution

1. Performance Objective

This training will develop the skills of the GDPP staff to negotiate with ministry managers on aspects of the policy coordination process and will provide skills in conflict resolution. GDPP staff will be introduced to negotiating skills and will learn how to develop consensus Ministry staff will develop presentation and communication skills

2. Description

Introduce participants to a formal government process of policy evaluation, review and coordination In any specific area or sector, the policy formulation process usually involves several organizations The policy coordination and review process ensures that a proposed policy is complete, justified, and ready for political approval Conflicts will emerge at all stages of both the policy generation and management systems The objective of this training is to expose the GDPP staff to the techniques of conflict resolution, the "art" of resolving--by negotiation, compromise, and consensus building--conflicts over policy issues and allocating national resources to achieve goals with minimal institutional frictions and without impeding government actions

3. Participants

Forty GDPP staff and their counterparts in other ministries' policy development/planning units It is expected that ten 2 person teams will be selected for each of the two workshops

4. Methodology
Two 2-day workshops will be conducted, the first one by September 1998

5. Estimated Direct Cost

$ 10,000 (2 x $ 5,000/workshop)

F.   Policy Monitoring and Evaluation

1.   Performance Objectives

Training on these topics is critical to the effective operation of the overall policy management system For the GDPP the objective is to develop skills in defining quantitative performance measures for each policy/program and train staff as coaches for staff in other ministries For key ministries, skills in progress monitoring (i e , comparing actual progress to planned results) and evaluation (i e., determining the actual impacts of the results produced) will be developed

2.   Description

Monitoring and evaluation skills involve planning, testing/observing, communicating and measuring Since the ultimate responsibility for evaluation will rest with the GDPP it is essential that ministry policies and plans be presented in sufficient detail to enable evaluations to be objective and valuable for future policy planning purposes Accordingly the training will provide guidelines on developing specific attainable goals, setting objectives, selecting the most appropriate indicator and measurement techniques and establishing milestones for monitoring

3.   Participants

Fifteen GDPP and MOPIC sectoral policy/planning officers plus fifteen comparable staff at ministries involved in key policy areas.

4.   Methodology

Two 2-3 day workshops will be held in September/October GDPP staff trainers will follow up with other ministries in the future.

5.   Estimated Direct Cost

$25,000 (2 x $7,500 plus development costs)

G. Leadership Skills

1. Performance Objective

Training for MOPIC and GDPP management on how to lead an organization of professional staff members Leadership styles will be explored and approaches to team building and organizational development will be pursued.

2. Description

Senior MOPIC/GDPP managers will be introduced to the principles of managing and leading organizations, through presentations on topics such as leadership technique; leadership in government institutions, decision-making; leadership styles (active/passive; authoritarian/ cooperative, etc); team building, developing cooperation and achieving successful outcomes

3. Participants

This training targets only senior MOPIC/GDPP staff

4. Methodology

One 2-3 day workshops OJT and follow-up should complement the workshop and could be provided by the project COP.

5. Estimated Direct Cost

The estimated cost is $7500 This activity is not funded under this project

H. Strategic Planning

1. Performance Objectives

Introduce GDPP senior managers and selected managers from other ministries to the methodology of strategic planning in the public sector.

2. Description

Many organizational and managerial problems in GDPP are due, in part at least, to the fact that the organization is new and is evolving in an uncertain environment The objective of this training is to expose the participants to organizational development, strategic planning approaches and methods, institutional requirements for long-range planning; defining organizational mission and roles of public agencies in the process of development; and interacting with clients and stakeholders

3. Participants

This activity should be limited to GDPP senior staff only

4. Methodology

The activity, destined for senior staff, is better suited to round-table discussions than to skill development Participants could be asked to design a strategic plan for their respective units It should be combined with the previous topic with follow-up training and assistance provided by the COP. One 2 to 3 day workshop is recommended during the next six months

5. Estimated Direct Cost

$5,000 This activity is not funded under this project

I.   General Management

1.   Performance Objectives

GDPP staff needs training in general management principles for all aspects of public sector management from planning to implementation of projects and programs. This topic also includes administration.

2.   Description

Basic administrative and management procedures are not yet firmly established in GDPP This major constraint is mainly due to the newness of the organization and to the lack of adequate training in basic administrative and management principles. Most staff, especially senior staff, is well trained in their respective fields and is motivated, but they have had little or no general management training and experience The objective of this training is to introduce participants to basic management concepts and practices, including: management systems and processes, planning, budgeting and allocating resources; procurement and contract management, human resources management, financial management and accounting; information management systems, and evaluation of program performance.

3.   Participants

All GDPP senior staff members whose tasks include managing staff and resources The new Director General and the policy and administrative coordinator should be included

4.   Methodology

A one week formal workshop, combining formal lectures on basic management principles and a practice-oriented approach (through case studies) applying the use of techniques and management tools that the participants need to acquire and use on a daily basis This activity requires follow-up through OJT to provide assistance and coaching to the participants This continuing assistance is also essential for the implementation of the GDPP Organizational Manual It could be provided by the project long terms advisors, especially the COP.

5.   Estimated Direct Cost

$20,000 (2 x $10,000) This activity is not funded under this project

J. Program and Project Implementation

1. Performance Objective

Provide a focus on the operational aspects of program and project implementation, the day-to-day management and planning of the whole implementation cycle work planning, monitoring and supervision, reporting and problem solving, program and project resources management (budgeting, financial and human resources management, procurement), and program and project evaluation

2. Description of the Activity

Introduce participants to policy implementation This should cover the following: (a) from policy formulation to program design and implementation; (b) from programs to projects--links and differences between programs and projects from the design to the implementation phases, (c) program and project effectiveness and efficiency (issues of in-puts/out-puts and performance/impact), (d) sustainability of development programs and projects; (e) institutional dimensions of program and project implementation

3. Participants

All GDPP policy/planning officers whose task is to review and monitor ministries programs and/or projects from evaluation through implementation.

4. Methodology

Permanent training capacity within GDPP should be developed to extend the training to other ministries in a later phase Two 3-5 day workshops after completion of priority training during the remainder of the project.

5. Estimated Direct Cost

US$ 10,000 (2 x $ 5,000) This activity is not funded under this project

K.   Legislative Development

Performance Objectives

This training program will emphasize the need for a policy framework within which to evaluate proposed legislation. As a result of the training GDPP will produce high quality research documents on the policy implications of proposed laws.

Description of the Activity

Introduce participants, from policy, institutional and legal perspectives, to the skills involved in moving a completed policy proposal through the stages of policy enactment, from preparation of draft legislation, review, and coordination of the process to the approval of the policy for legislative enactment and policy implementation.

3.   Participants

This training is addressed to 4 to 5 senior level GDPP staff members dealing with this aspect of policy generation

4.   Methodology

The training in this area could be combined with training offered for the Diwan. This would, among other things, help to avoid duplication If it is determined after the initial training for the Diwan that specialized training for the GDPP is needed, a 2-3 day workshop followed by OJT could provide this assistance

5.   Estimated Direct Cost

The total cost is estimated at $5,000 This activity is not funded under this project

ATTACHMENTS

ATTACHMENT 1: Terms of Reference

A. The Ministry of Planning and International Cooperation and the General Directorate of Plans and Policies

The General Directorate of Plans and Policies (GDPP), a unit to be established at the Ministry of Planning and international Cooperation (MOPIC), will focus on policy analysis, coordination and monitoring implementation Discussions with the GDPP's prospective Director General and staff members indicate that the staff requires both basic and advanced training The staff will require in-depth instruction because they will be exposed to new concepts

B. Existing Practices

The GDPP is nascent and thus no existing practices are in place However, in discussions with prospective members, we found many preconceived notions that must be addressed and corrected to ensure that staff members proceed from a common basic understanding of policy analysis, coordination and implementation The GDPP has no resources to apply to their tasks

C. Terms of Reference for Staff Analysts and Technical Training

1. Strategic Objectives Served

    a Establish and strengthen the process of policy analysis and monitoring allowing maximum participation and ensuring democratic gains at the GDPP
    b Strengthen capabilities and effectiveness at the GDPP.
    c Lay the foundations for broad-based growth by establishing basic institutions
    d. Build a core human resource base capable of analyzing policy and monitoring implementation at the national level.

2. Deliverable Objectives

    a. Establish an effective mechanism through which national policies and plans are reviewed and coordinated
    b Commence the process of policy analysis, coordination and implementation monitoring at the GDPP
    c Increase the capacity, transparency, predictability and effectiveness of the policy analysis, coordination and implementation monitoring.
    d. Promote sustainable processes and the transfer of skill and technology

3. Specific Activities and Results

    a Develop an understanding of the capabilities required of the prospective staff at the GDPP
    b Determine skill levels required to perform an effective job at the GDPP
    c Recommend recruitment requirements and degree of experience and field of study

d   Propose a training program to develop the requisite levels of capability within the GDPP

e   Develop methods for monitoring and evaluating effectiveness of training

D.   Description of Short Term Advisor Activities

During the course of this assignment, the Short Term Training Technical Advisor (STTTA), who will be supported by the Short Term Policy Formulation Technical Advisor (STPTA) and the Chief of Party (COP), will assess the training needs of the GDPP staff and prepare a comprehensive training program for the GDPP. In this context the STTA will.

1. Meet with proposed staff members to develop an understanding of their present capabilities in policy analysis, coordination and implementation monitoring
2. Analyze the full range of activities required of the GDPP staff members and determine the requisite skills and skill levels necessary to conduct those activities
3. Assess performance gaps to ensure the effective development of the training program
4. Develop a detailed training program for the GDPP staff

E.   Short Term Technical Advisor Qualifications

1. Mandatory

a   Five years of experience in training or education
b   Curriculum development experience.
c. Experience in designing needs-based training programs.
d   Extensive experience working in foreign environments.
e. Arabic language proficiency
f. Graduate level degree.

2. Desirable

a   Knowledge of policy analysis, coordination and monitoring.
b   Middle Eastern experience
c   Familiarity with government structure and national planning.

ATTACHMENT 2: List of Interviews

Interviews were conducted from Sunday, November 16 to November 28, with the following GDPP Staff, ministries and other institutions

A.   General Directorate of Plans and Policies

- Dr Ali Sha'at, Assistant Deputy Minister, Acting Director General of the DGPP
- Mr. Ismaeel Abu Shahada, Senior Policy Analyst
- Mr Tariq Mukhiner, Administrative and Policy Coordinator
- Ms. Yasmeen Matar, Policy Coordinator
- Ms. Azaa Rizq, Policy Analyst
- Ms Sahr, Policy Analyst
- Mr Khalid Jabar, Assistant Policy Analyst
- Dr Imad Sha'at, Senior Policy Analyst
- Dr. Dina Assaf, Senior Policy Analyst
- Ms Jumana El-Ghoul, Policy Coordinator
- Mr Luai Sha'at, Senior Policy Analyst
- Issam Massalha, Assistant General Director
- Said Abu Jalala, Senior Policy Analyst

B.   Other Institutions and Ministries:

- Dr. Yahia A. Abed, General Director, Research, Planning and Development Center, Ministry of Health
- Ms. Leila Tarazi, Program Coordinator, Scandinavian Countries, Ministry of Planning and International Cooperation
- Dr Khairy H Al-Jamal, Team Leader, Palestinian Water Authority
- Mr Ismaeel Abu-Shamala, Deputy Minister, Ministry of Local Government
- Mr Ibrahim al Daghma, Director, Diwan al Fatwa wa al Tashri'e, Ministry of Justice
- Mr Marwan Khamis Hammad, Training Coordinator, The Government Computer Center, Ministry of Planning and International Cooperation

ATTACHMENT 3: Guided Interview Questions

1. Explain what your current assignment is and what you do.

2 How do you believe your work can/should change in the near future?

3 What do you lack in order to make your work successful

    a Authority
    b Responsibility
    c Relationships with organizations outside of GDPP
    d Better systems and procedures
    e Clearer definitions of your role and work
    f Clearer definition of the Ministry's roles and responsibilities
    g Personal knowledge or skills improvement (what)
    h Different assignment--to gain experience or to match your skills with work
    i Better support--computers, information sources, etc.

4 How is the development of government policy now done; how do you believe the capacity of your government to do policy formulation needs to be improved? In the Ministries? In the GDPP? In the Executive Authority? In the Legislative Council?

5 How do you believe planning capacity needs to be improved? In the Ministries? In the GDPP? In the Executive Authority? In the Legislative Council?

6 How is legislation drafted and reviewed now? How should process be improved?